

PUBLIC RELATIONS JOURNAL

MARCH 1959



CAUTION: DANGEROUS CURVES AHEAD

By Newcomb and Sammons

See Page 4

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A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

PUBLIC RELATIONS JOURNAL

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Editorial

THE TELEPHONE RANG!

● An office telephone rang, not once, but *an estimated 50 times*, in several days after the mailing of the January PUBLIC RELATIONS JOURNAL. All these calls resulted from one short article in the JOURNAL telling how the U. S. Army Information Office is set up to provide—for free—many special services for practitioners in public relations and allied fields.

This gratifying response, plus letters from alert JOURNAL readers, came to the New York branch. The Army's Information Branch at Los Angeles also felt tremors resulting from this young earthquake.

The article's author, A. D. Bruce, Jr., a Houston, Texas, public relations counsel, is a major in the U. S. Army Reserve. Significantly, he titled his message "You're Missing a Bet . . . Unless . . ."

We believe that others who receive the JOURNAL will also miss a bet if they don't happen to read some of the information appearing currently in this magazine. For instance, consider the March issue.

Robert Newcomb and Marg Sammons, public relations consultants specializing in employer-employee communications, explain the terribly serious challenges facing business and industry in shops and offices where they have a sales crusade to carry out on their own behalf. They also have a major job of political persuasion to achieve—a vast amount of it within less than two years.

The authors indicate coming Federal legislation which could force public relations as a profession underground. Last year such legislation was defeated but it seems sure to reappear with stronger backing this time.

The article examines the feeble and ineffective efforts of disorganized management last November. There must be more hustling of facts and opinions at shop level to balance the steamroller techniques of forces unfriendly to management.

In chapter and verse the authors spell out the problems and how to cope with them. Nearly everyone in public relations work, especially in business and industry, will find that this situation rates at or near the top in management thinking.

Switching to foreign affairs—John K. Murphy has written a powerful piece which should reach everyone connected with public relations. Mr. Murphy served in 1958 as chairman of the Public Relations Society of America Special Committee on Cooperation with Government.

He outlines the world problems threatening nearly everything American. He tells of our weaknesses and our opportunities and outlines how public relations planning and techniques should be applied.

A Standing Committee on Cooperation with Government of PRSA has been established. Also a panel of public relations advisors is now being organized to assist the U. S. Information Agency.

Turning to some of our professional problems, Albert Bates has written a statement about connections between public relations and journalism. Sigma Delta Chi, 50-year-old professional journalism fraternity, with 11,000 members, tightened up its membership qualifications at its annual meeting late last year. Hundreds of public relations men served at one time in journalism and joined and are still active in Sigma Delta Chi, so this situation interests a great many of our readers.

Twelve years of debate preceded the clearing of the air at the journalism fraternity's meeting and this was highly desirable. One other point comes to light in the Bates' article. The climate involving public relations and journalism is changing—something well worth our understanding.

One thorny subject affecting just about everyone in public relations has to do with evaluating public relations activities. John M. K. Abbott has made a fine try at analyzing this problem. No one will miss a bet by reading his story.

Mr. Abbott backs up his beliefs by presenting specific examples, such as public relations applied to improvement in an organization's correspondence; pin-point localizing of public relations techniques; public relations advertising and allied activities; services of a public relations department inside an organization.

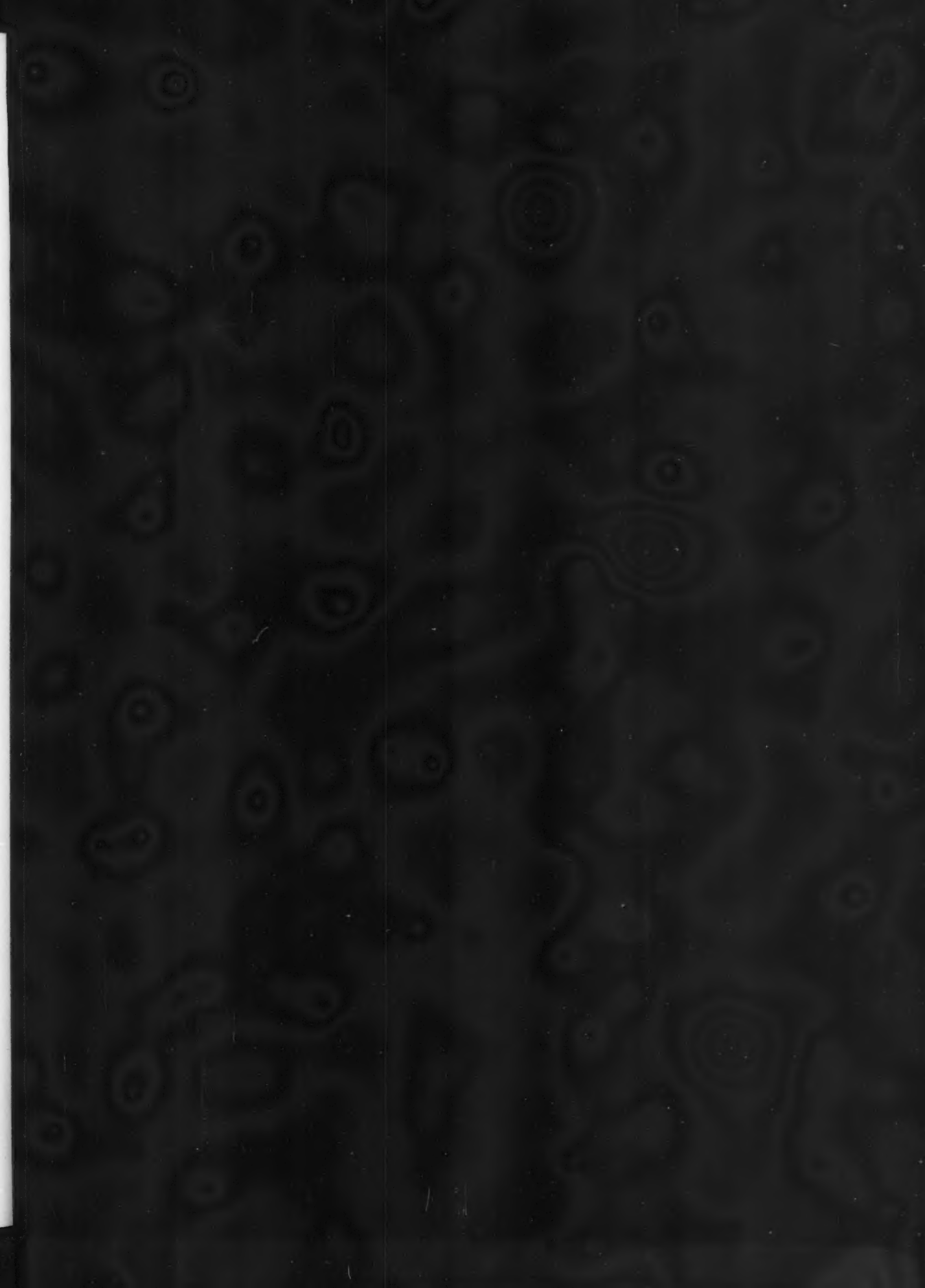
The author knows we can't depend on slide rules, calipers or scales. But he convincingly explains how to gather and consider evidence and interpret it with sound reasoning and judgment.

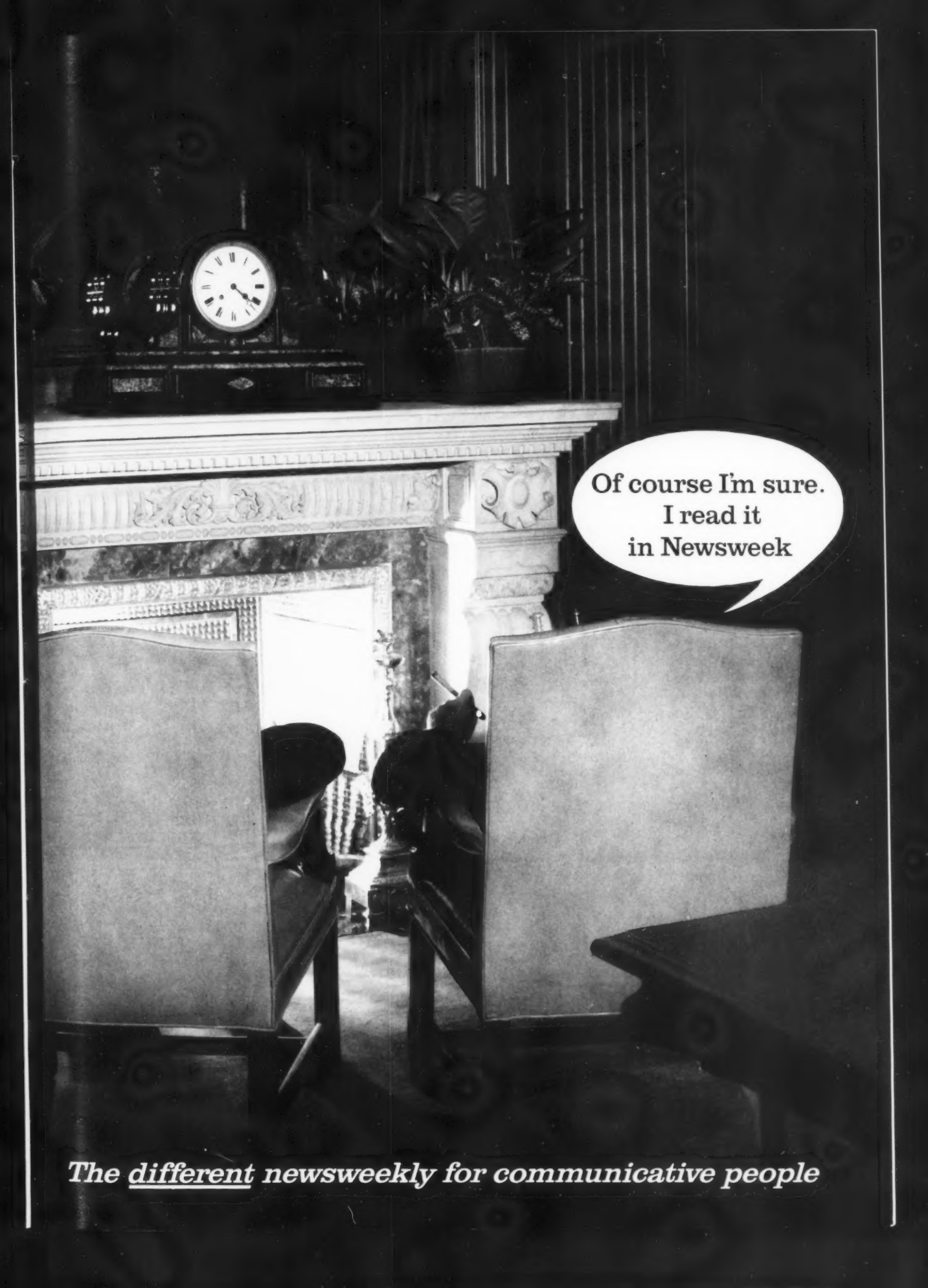
Getting into the realm of human interest, Walter Reed arrays some revealing facts about hunting for a job in public relations. He applied for public relations work in various parts of the country and ended up behind a desk he liked. But along the way public relations people generally practiced excellent public relations in treatment of the applicant. That comes as no surprise but it is heartwarming.

Donald W. Nelson throws a bright light on the company sponsored book, something with which many public relations workers have to cope.

Even music as a public relations technique gets a hearing and a surprising one it is as Marie C. Bombach writes it.

A book review and other short items round out the menu. We hope many bells will ring as a result of this month's issue—maybe not so much in people's offices as in readers' minds. ●





Of course I'm sure.
I read it
in Newsweek

The different newsweekly for communicative people

CAUTION: Dangerous Curves Ahead

By Robert Newcomb and
Marg Sammons

● It begins to look as though public relations and employee communications are altar-bound. The wedding was assured on November 4, 1958, the combined result of political action on the part of the AFL-CIO and the complacent silence of many advocates of free enterprise.

These allied sciences of public relations and employee communications have often maintained a kind of aloof affinity. Some public relations people are disposed to look upon plant level communications people (generally the editors of "house organs") as dispensers of social and sports trivia about employees. Some editors of employee journals, on the other hand, have viewed public relations personnel as fugitives from the news room without practical industrial experience, wandering around in confusions of their own lofty creation.

The more sober delegates from both camps feel that the time has come to face an important little matter known as survival. The approaches of business and industry to the work-

ing man didn't amount to much at the polls in 1958, and they have less than two years to register on voter consciousness in 1960.

Two challenges are interrelated

The challenges are two, and they are interrelated. First, business and industry have a sales mission to accomplish in their own behalf, in the shops and offices of America. Second, they are faced with a task of political persuasion. Management must first convince the bulk of voting America of the soundness and desirability of the free enterprise system; then it must persuade people to vote for it.

There are dangerous curves ahead. For example, the in-plant communicator for years has regarded the monthly employee paper as the best (and often the only) device of printed communication. Recently he has awakened to discover that the competition has stepped up the tempo and the vigor of its own communication. In one manufacturing concern where the persuasive power of management seems increasingly negligible, it has been discovered that the monthly employee paper has this competition: (1) A lively and informative monthly newspaper published by the international union and mailed to the homes of employees; (2) a brisk, factual weekly paper, published by the area locals of the AFL-CIO and mailed as part of the membership service to employee homes, and (3) a small but pungent affair turned out by the local on an occasional basis and dedicated essentially to an effective lampooning of company officials. These company officials should be additionally disturbed by the report that the AFL-CIO is considering the launching of

a group of general interest, local weekly labor papers designed to carry labor's message to the general public. Against this thundering communications barrage, the company contents itself with a peashooter.

Labor vs. management

For some time the more gullible of the communications fraternity have been heartened by various surveys that indicate high employee credibility where company papers are concerned. Union papers, the surveys tend to show, have only the light readership of a raised eyebrow audience. There is, of course, plenty of support for these findings, but when the tallies at the polls are completed, it looks as though the union press might have more persuasive power than management's.

In strengthening its lines of communication with employees, management may discover some opposition in the legislative halls. There is a strong cry for repeal of the Taft-Hartley Act, and while there is possibly enough strength to accomplish this, few in the field of industrial relations feel the certain veto could be over-ridden. There may be some modifications in the law, however, that might be galling to management.

Kennedy-Ives is something else. While this bill will not be re-introduced under the same name, there is every probability that it will return to both houses somewhat firmer in language and intent. In the last session of Congress, it will be recalled, this loaded measure slipped through the Senate by a vote of 88 to 1. Although it was ostensibly designed to curb some of the abuses practiced by organized labor, the bill was fettered

● The authors, ROBERT NEWCOMB AND MARG SAMMONS, comprise the man-and-wife partnership of Newcomb & Sammons, Chicago public relations consultants specializing in employer-employee communication. They arrange and modernize communications programs for companies throughout the country; write a column on communications for *Advertising Age*, and publish their own management report, *The Score*. ●

with provisions that would have sent public relations as a profession underground. Stiff fines were provided for violations, and the violations were so loosely defined that the average industrialist would have selected silence as the only healthy method of communicating. Happily the bill was pigeonholed and was not enacted into law. But wait.

Sponsors of a lost cause

Communicators feel that there will be a drive for repeal of the "right-to-work" laws, but that there will probably be no outright ban on them. After the rout of last November, many advocates of this kind of law consider themselves sponsors of a lost cause.

In the organizing arenas, the more alert managements are watching intently for signs of defection in supervisory ranks. The organizing drives upon supervisors have been stalled in recent years, but here is a vulnerable group, and no one knows it better than the professional union organizer. You may look also to organizing drives among office workers; neglect of this group in the past few years has not been intentional — merging the AFL and the CIO simply takes a lot of manpower.

The tools of employee communication are already undergoing some sharpening. For years the concentration of communications has been signified by the employee magazine, which often grew plusher as the times grew prosperous. The recession reminded many managements that retrenchment was fashionable again; magazines gave way to newsletters and to bulletin board material. Management learned to communicate once more by word of mouth, still the best system of all.

Building loyal audiences

Now that the economic pressures have eased somewhat, companies are recognizing that a simple, inexpensive newsletter actually does have acceptance; that a locally conceived bulletin board program can build a loyal audience promptly. In increasing number companies are finding that



Dean Detweiler, center, employee communications manager at Perfect Circle Corp., Hagerstown, Ind., supplements a monthly employee magazine with a hard-hitting, politico-economic newsletter. Here he blocks out newsletter content with G. R. Baer, general manufacturing manager, left, and E. B. Schultze, industrial relations manager.

the employee annual report, once a taboo tool, is a worthwhile feature of any communications program. Employee publications are not being abandoned, of course; they are being supplemented and fortified by other communications devices.

To be heard above the mounting thunder of the union voice, public

relations people and employee communications need to combine their talents and their lung power. This means less communication by committee, less reading of the employee mind by telescope, less programming by remote control. It means more hustling of facts and opinion at the

Continued on Page 27

Employees of Bergstrom Paper Co., Neenah, Wis., and their wives hear company annual report at yearly dinner. Speaker is Arthur Hedlund, company treasurer and controller. More and more companies across the country are abandoning generalities about free enterprise, getting down to specifics in talking local level economics to the employee group.



FOREIGN AFFAIRS— A CHALLENGE TO PUBLIC RELATIONS

By John K. Murphy

● Americans—it has been said—look on people of other nations as crazy foreigners, dressed more often than not in silly costumes and speaking funny languages, but who eventually will get the word and become Americanized. And Americans, too often, are looked on by people in other lands as wealthy boors, interested only in themselves and their possessions, and who favor starting an atomic war. Hopefully, these misconceptions are losing ground; they serve, nevertheless, to direct attention to the desperate need for realistic mutual understanding of other nations by Americans, and understanding throughout the world of what Americans are like and what Americans stand for.

There is at stake no less than survival itself—or, at the very least, survival of the kind of democratic society in which we live and the competitive enterprise system which to-

gether have brought us to a high state of material prosperity. There seems little doubt that, if these institutions which we cherish are not to become eventual victims of ideological struggle, their merits will have to be appreciated in other nations as well as in our own.

An awesome task

To accomplish this is an awesome task for a pluralistic society. It is a task for which we have no particular liking and to which we find it difficult to adjust. We are not doing very well at it, partly because we are not clear on what we are trying to do and on how to go about it.

Just how *do* you interpret this vast, wonderful country of 175,000,000 people, stretching from ocean to ocean and from Florida to the Bering Sea, so that its ideas and its ideals will make sense to people of other cultures? Do you do it in terms of a Detroit auto worker or a Park Avenue debutante? In the measure of unsurpassed industrial productivity or the freedom and dignity of individual citizens? In reports of a school bombing or of a Marian Anderson at the United Nations? The choices are endless. And the truth is that the job must be done in bits and pieces, like putting together some complicated mosaic. We can only hope that the mosaic makes a true picture—in the eyes of the Indonesian as well as the Frenchman, of the native of Southern Rhodesia as well as the Briton. Even in the eyes of the Russian worker and of Nikita Khrushchev.

We know, because we see the evidence around us, that America's con-

tributions in ideas and ideals have been great. Can we project them—in any meaningful way—into the mainstream of social change outside the United States? That is the crux of the question. And whether we can or not depends in large measure on the image of our Nation and ourselves that we present to the rest of the world.

Image fashioned in wondrous ways

This image is fashioned in wondrous ways. By what President Eisenhower says and does, to be sure, but also by comic strips and American jazz; by Elvis Presley and 2,000,000 other Americans overseas; by the Voice of America and the voices of Hollywood; by John Foster Dulles and Orval Faubus—by every impression about America, true or false, that is registered abroad.

Obviously not even the United States government can influence all these impressions—and it would be too bad if it could. But it would be too bad also if the government did not, through legitimate means at its disposal, attempt to shape the image of this country which is so important to our peaceful foreign relationships.

Yet the question has been raised as to whether influence via public relations is a legitimate activity of government. It is my purpose here to consider this question in the light of foreign information efforts.

Some weeks ago, a national television program, "Small World" (CBS), presented a fascinating conversation in which the participants included James C. Hagerty in Washington, Jacques Soustelle in Paris and Mal-

● JOHN K. MURPHY, *Manager of Community Relations, The Pennsylvania Railroad Company, Philadelphia*, was chairman of the Public Relations Society of America's Special Committee on Cooperation With Government in 1958, for which he received a presidential citation at the 11th National Conference in New York last November. He is currently serving as Eastern District Vice President of PRSA. In 1957 he was general chairman of the 10th National Conference in Philadelphia. ●

colm Muggeridge in London. The subject, as put in question form to Mr. Hagerty and Monsieur Soustelle was this: "Do you regard your job as being merely the giving of information, or do you try to influence policy? Do you try to persuade the press and radio and television to give favorable treatment to the government's news?"

In the ensuing dialogue, Mr. Muggeridge played his usual role of gadfly very well indeed. At one point he said:

"When you come out of a cabinet meeting, you see, Monsieur Soustelle, you come out with the idea of presenting in the most favorable possible light, and I quite see that that's your job — what's happened in that meeting. But, of course, this is neither news nor is it journalism, and I personally must say, both to you and Mr. Hagerty, that I think that this intensely able,

this brilliant development of government public relations may prove a serious menace not only to the freedom of the press but to the workings of democracy."

Now Mr. Muggeridge's statement represents an extreme point of view. It holds, in essence, that neither interpretation nor explanation—propaganda in the best sense of the word—is appropriate on the part of government. If that is so, there is little room for what we would call a public relations approach.

Free flow of information

Almost any rebuttal to Mr. Muggeridge's point of view lays one open to the charge of supporting censorship and control of the free flow of information. So let us be quite clear on this point: a free flow of legitimate

news is vital, even when it hurts, for in the long run only the truth shall prevail.

But, as an accompaniment to this free flow of legitimate information, it is highly desirable—indeed, it is absolutely necessary in today's complex world—for government to interpret, to explain in order to give shape and meaning to its position. Whether you call what government does "public relations" or whether you call it politics, or diplomacy, or merely dealing with the press, is beside the point. It is and it has to be a public relations approach.

The case for such an approach can be supported by comments made over a period covering roughly the past year by distinguished members of the staff of a distinguished newspaper, *The New York Times*.

In an article titled, "If We Are to
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JAMES C. HAGERTY, White House Press Secretary, facing a group of reporters last year. Mr. Hagerty, who is perhaps the best-known press secretary in the history of the White House, is responsible for "a consistent program of explanation" on the state of the nation.



Win the Colder War—," which appeared in the *Times Magazine*, its editor, Lester Markel, wrote:

"... primarily there must be a positive and consistent program in international affairs. Without deeds, words are empty and futile; if it conveys no message, the Voice of America had better be silent.

"Yet, in a cold war, deeds without words, action without explanation, cannot be decisive in the long run."

In the same article, Mr. Markel warned we must make sure that "other nations shall not misconstrue our motives or misinterpret our programs." And again: "What we don't know *will* hurt us and what we do not make clear to others may hurt us even more."

Better interpretation stressed

In two quotations, Mr. Markel seemed to emphasize the need for better interpretation of the news. He wrote: "Even though we are not well informed, there is much evidence that a large number of Americans want to know, to hear about the world and to learn what role they can play in it. But they are overwhelmed by complexities and require guides to understanding." And again: "As for the government, a consistent program of explanation, an end to secrecy, is necessary."

The essence of public relations, as every practitioner knows, is—in Mr. Markel's phrases — "a positive and consistent program" of policies and actions and a "consistent program of explanation."

Quotes from The Times

Now let us consider the following quotations from other outstanding members of *The Times* staff.

In a column titled "Propaganda Tragedy" which appeared last April, James Reston wrote that the best way to deal with the Communists is to "play the propaganda game to the hilt," and added this perceptive comment:

"If this were a well-informed world in which reason and logic prevailed, Washington could rely

on the good judgment of mankind. But unfortunately, reason and logic are in short supply."

Mr. Reston speaks of "the failure of the United States to define and articulate its purposes." At another point, in referring to some propaganda failures, he declares:

"What is even more surprising is that the United States, which pamphleteered its way to independence and elevated advertising and the other arts of persuasion into a national cult, should be unable to hold its own in a battle for the headlines of the world."

Arthur Krock, in an article titled, "Why We Are Losing the Psychological War," commented on the use of a phrase by a high government official which, he said, "proved costly in world opinion." Mr. Krock declared:

"A government official in the innermost councils could have foreseen this effect of the Secretary's words and advised him against them with the prestige of responsibility."

Perhaps the dilemma was brought into sharpest focus by C. L. Sulzberger, writing in January, 1958, about a then recent NATO conference. He reported:

"Where NATO's Summit conference failed most signally was in the realm of propaganda. Neither the alliance's own membership nor the outside world seemed adequately convinced of the importance of decisions reached. A sufficient sense of unity was not conveyed.

"Virtually every participant came away encouraged. But the impression spread about the world was one of gloom. This false mirroring of fact today makes more difficult the work of Allied diplomacy . . .

"There was not nor could there be a conspiracy to condemn the meeting. By its very freedom the Western press tends to be anarchic. If papers from Right, Left and Center in many lands joined in a dim view of the proceedings, something must have been wrong in their presentation . . .

"The Allies must present their



John K. Murphy

views in plainer, coordinated fashion. Our coalition depends upon public support. This must be more intelligently cultivated than is now the case."

Call it what you will, there is strong advocacy in the foregoing quotations for what responsible public relations practitioners would identify as a public relations method.

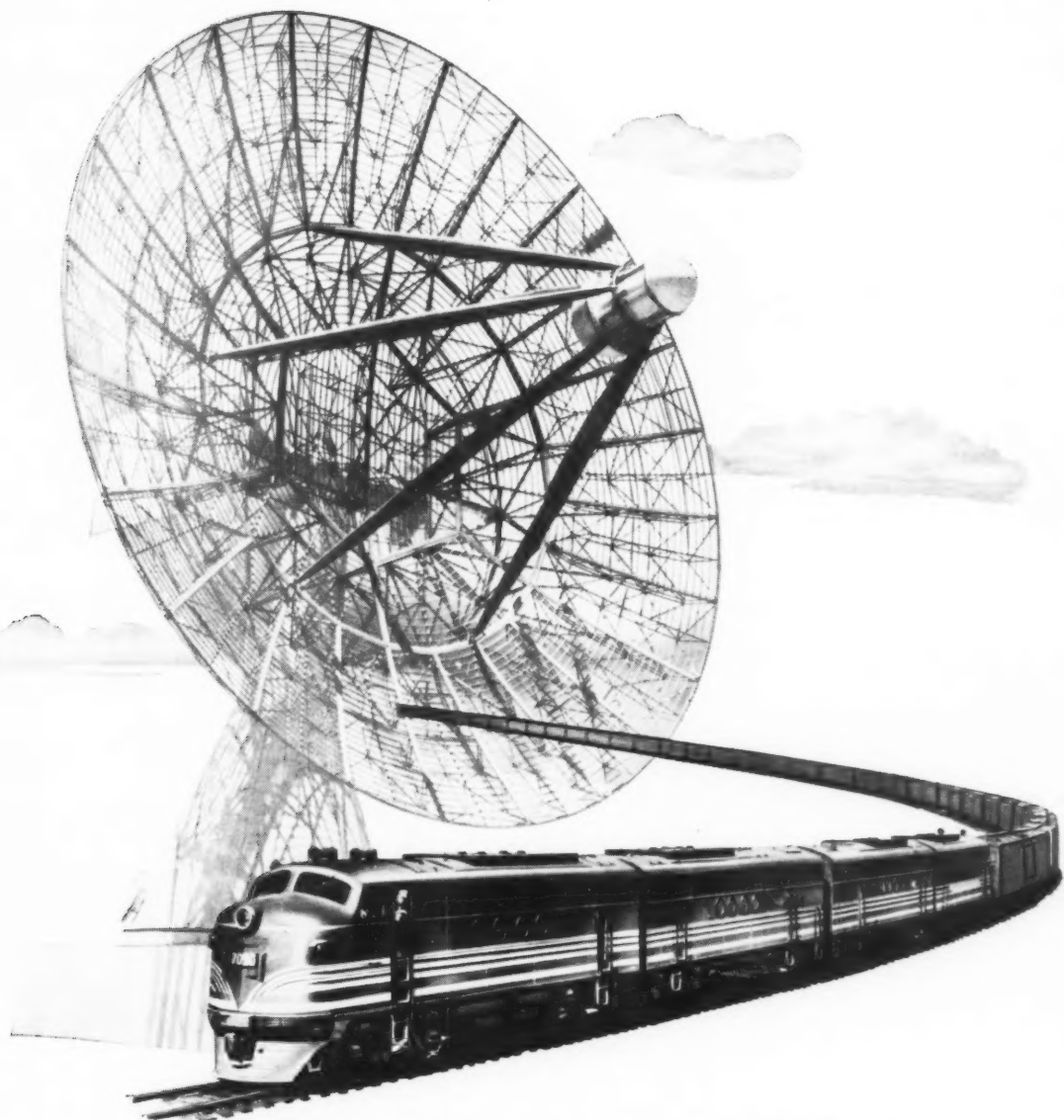
Could provide a theme

Lest there be misunderstanding, let it again be emphasized that such a method should in no way diminish—indeed, it should augment—the free flow of news and information. But it could also provide a theme. It could stress what is important. It could present views "in plainer, coordinated fashion." It could make sure that the truth is repeated. It could provide a "consistent program of explanation." It could advise "with the prestige of responsibility" in matters affecting public opinion in the United States and the world.

In the past quarter of a century, public relations has become a knowledgeable and responsible arm of business and institutional administration in the United States. Its competent practitioners are trained in the measurement and analysis of opinion, in developing consistent concepts aimed at gaining understanding, in communications which really do communicate. How can the sound practices public relations has developed be enabled to make a contribution to government and particularly to government information efforts overseas?

A year ago, the Public Relations

Continued on Page 10



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ESSENTIAL TO THE NATION'S ECONOMY

Society of America named a Special Committee on Cooperation with Government* to consider this question, with particular reference to the information efforts abroad of the United States Information Agency. This committee met in Washington, conferred with government officials and spent several months studying the situation. As a preamble to its recommendations, the committee noted that each Member and Associate of the Society has a moral responsibility to help improve the standing of the United States in the world today if it is in his power to do so; that we have this responsibility not only as public relations people, but as citizens, and regardless of our political affiliations or our opinions of the effectiveness, past or present, of foreign information efforts.

The committee observed that there exists among some government officials a distrust of a public relations approach and indeed of the term public relations itself, and that efforts of some sincere and dedicated public relations practitioners to assist in Washington have in the past been marked by disappointment and frustration.

With these and other factors in

mind, the committee reached agreement that a mechanism was needed which would provide continuity and accountability, and within which responsible public relations people, working with responsible government officials, could seek to help on more than an informal basis. Accordingly, the committee recommended the naming of a Standing Committee on Cooperation with Government, authorized to consider specific requests for public relations assistance which might be submitted to any agency of the federal government. "The purpose here," said the committee's report, "is to make help available to any federal agency in non-political areas, and at the same time to allow PRSA to control the extent of its involvement as a professional society."

Urgent considerations

Recognizing that there are extraordinary and urgent considerations in the case of the U. S. Information Agency, the committee further recommended that the Society propose and take the necessary steps to encourage the establishment by USIA of an "Advisory Committee on Public Relations Policies and Techniques" composed of public relations leaders who are eminently qualified to serve in an advisory capacity to USIA.

The intent of these two recommendations was described in the committee's report to the PRSA Executive Committee as follows:

"In summary, the Special Committee sought to accomplish two major purposes. The first is to make available PRSA cooperation as a society to appropriate federal agencies in non-political areas where such cooperation might be of value to our Nation. As a result of this cooperation it is hoped that the federal government will gain a better understanding and appreciation of public relations in much the same manner as understanding has grown over the past quarter of a century in corporate management and in institutions which have developed sound public relations programs and practices. This will almost surely be a slow and uneven process. In order to accomplish it,

public relations people must recognize the tremendously complex character of government's policy-making decisions. On the other hand, there must be a better understanding among government officials as to the capabilities of sound public relations efforts and the merits and legitimacy of a public relations approach.

"The second major objective of the Special Committee's recommendations is to assist the purposes of the U. S. Information Agency. An advisory committee or panel on public relations either in direct relationship to USIA or in the framework of the U. S. Advisory Commission on Information would be enabled to study USIA at first-hand. Its standing and responsibility would be clearly defined. And the door to PRSA would be wide open to its members, or to USIA officials when appropriate, through the PRSA Committee on Cooperation with Government."

Since the study committee's report, a standing Committee on Cooperation with Government has been established.

At the 11th National Public Relations Conference in New York in November, 1958, George V. Allen, director of the U. S. Information Agency, announced that a panel of public relations advisors would be set up to assist the agency on a public service basis.

Thus the mechanism is at hand through which the Society's membership can help in an area where the need is great. But more than a mechanism will be required. It will take patience, perseverance, forbearance, skill and wisdom. It will take the realization that nobody has all the answers. It will take perceptive knowledge of the forces alive in the world today, and a clear recognition of how the people of other nations react to those forces.

The need to influence foreign relationships for the better—to improve the image of America as it is seen abroad—is a challenge to all Americans, but in the light of their special interests and capabilities, it is a particular challenge to men and women in public relations. ●

*In addition to the author, members of this committee were: Joseph V. Baker, Frederick Bowes, Jr., Neil Dalton, Richard W. Darrow, Milton Fairman, Richard S. Falk, Dan J. Forrestal, William D. Hines, Ed Lipscomb, Robert L. L. McCormick, Arthur G. Newmyer, Jr., Robert Ramspeck and Carroll R. West.

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Albert Bates

SIGMA DELTA CHI CHANGES MEMBERSHIP ELIGIBILITY FOR PUBLIC RELATIONS MEN

By Albert W. Bates

● Does public relations, at least that part of it involving writing for publication or broadcast, fall into the category of "pure journalism"?

Is "pure journalism" in current common usage the examining of both sides of the coin and publishing the findings on both sides? And is public relations primarily the presentation of one side in behalf of an employer or client?

And finally, should a professional society dedicated to the interests of writers, editors and commentators on the air in the "central areas of journalism" open its membership to public relations men?

Questions finally answered

These were the basic questions in a controversy within Sigma Delta Chi, professional journalistic fraternity, which were finally answered officially at the organization's recent national convention in San Diego.

The convention decided by a vote of 70 to 24 (a two-thirds vote was needed) to eliminate the Associate Member classification, put all present non-student members into the Professional Member category, and discontinue electing new Professional Members from such "non-journalism" fields as public relations and industrial editing as represented by house organ work. Present or future mem-

bers who later go into public relations or industrial editing will retain their status as full Professional Members of Sigma Delta Chi.

The decision climaxed debates in 50 professional chapters in as many cities and regions, and in 66 undergraduate chapters in colleges and universities across the nation. Heat generated by the debate found many outlets, including paid advertising space in *The Quill*, monthly magazine published by Sigma Delta Chi; in letters to the editors of *The Sigma Delta Chi News* and *Editor & Publisher*, and in bulletins and mass-distributed letters.

At times the argument took on serio-comic overtones, with member public relations men defending the recommendation to narrow the eligibility to bar future election of public relation men while outstanding editors and wire service executives delivered "defenses" — sometimes emotional ones — of modern public relations men or "press agents," as they sometimes preferred to call them. (No doubt the use of "press agent" as a near epithet was an unconscious throw-back to the one-time stance of superiority assumed by the "giver of space" in the presence of the "asker of space." This occurred in one instance even when the newsman speaker was making the point that today's truly professional public relations man or woman is a first class,

ethical reporter first of all and is most welcome as a news source.)

Debate of 12 years

Throughout the debate over the past 12 years, it has been interesting to find the writers, editors and editorially-oriented publishers in the Sigma Delta Chi membership thinking and speaking of public relations in the modern sense of the term, not with connotations of handshaking or "space-stealing press agency" which were so common in the newspaper trade press only a few years ago. The debaters generally recognized the difficulty of arriving at any precise definition of public relations but implicit in their treatment of the subject was the idea that the public relations men and women of today are practically indispensable to reporting and interpreting events in an increasingly complex age.

On the other side, those public relations men who advocated narrowing the definition of "journalism" at the cost of barring their own non-member contemporaries from future membership did so mainly on the basis of one or more of the following points:

1. That Sigma Delta Chi, as the only organization cutting across all news media boundary lines, should hold more rigidly to its original purpose as the editorial (in the media sense) man's professional organization.

Its future character and influence in its basic field depend on choosing new members who either, as undergraduates, intend to enter the editorial field (again, in the media sense) or are at present creditably engaged in that field. It should avoid "dilution" resulting from admitting men, however able, who merely use journalistic skills in their work for non-media organizations.

2. Public relations men (and women) have their own professional organizations — notably the Public Relations Society of America — which set up membership qualifications to meet their own organizational needs. These in themselves make it perfectly plain that a good, well qualified member of Sigma Delta Chi would not necessarily make a good, well qualified member of PRSA, and vice versa. There is common ground in that most but by no means all of the more successful public relations practitioners have had at least some editorial experience with mass media. Despite the common ground, the two professions are separate and distinct.

3. Even where a public relations man has had first rate editorial experience and if he were still in the field would be well qualified for Sigma Delta Chi membership, his present interests are "special" (for employer or client). His interest in Sigma Delta Chi is more likely to be one of contact for publicity placement purposes than in the broader issues of freedom of information for all avenues of news dissemination (to name one area in which this fraternity can be ever more influential as the character of its membership is strengthened).

4. Finally, there will, under the new rules, always be ample representation of public relations as a profession within the Sigma Delta Chi membership. There will always be a certain number of editorial men moving from media into public relations — for higher financial reward or because of broadened interest in communications through all media, or interest in an industry or cause, or all three. Sigma Delta Chi, by this view, will benefit from a narrower entryway to its membership, and also will continue to have the willingness and greater freedom

(in many instances) of its public relations members to contribute effort and money to chapter activities and housekeeping chores.

"Tightening up" suggested

Numerous public relations members of Sigma Delta Chi who also belong to the Public Relations Society of America and have taken an active part in the fraternity's membership debate, not only based their positions on one or more of the foregoing points but thought that the fraternity should go much further in its "tightening up." They felt that the Associate Member classification should be continued and strictly enforced, so that when a member left the "central areas of journalism" his status would change from Active to Associate and he would lose the right to vote or hold office. The recommendation that he not lose his Professional Member status they regarded as more than generous.

The final burden of the long-continued debate of membership eligibility fell upon Bernard Kilgore, president of the *Wall Street Journal*, who was appointed chairman of the Membership Eligibility Committee by President Robert J. Cavagnaro following the mandate of Sigma Delta Chi convention at Houston in November, 1957. A previous committee, headed by Walter R. Humphrey, editor of the *Fort Worth Press* and a past national president of Sigma Delta Chi, had worked on the problem, reported and then run up against an obvious need for more debate.

The Kilgore Committee

The new committee quickly became known as the Kilgore Committee*
Continued on Page 14

* Members of the Kilgore Committee also included: James R. Brooks, Public Relations Manager, Ekco Products Co., Chicago; Robert E. Dallos, Undergraduate Representative, Boston University, Allston, Mass.; Walter R. Humphrey, Editor, *The Fort Worth Press*, Fort Worth; Herbert G. Klein, Executive Editor, *The San Diego Union*, San Diego; Norval Neil Luxon, Dean, School of Journalism, University of North Carolina, Chapel Hill; Jerry Udwin, Undergraduate Representative, Northwestern University, Evanston, Ill., and Wallace Werble, F-D-C Reports, Inc., Washington, D. C.

About This Article . . .

• *Sigma Delta Chi, the professional fraternity for men engaged in journalism, was founded at DePauw University, Greencastle, Ind., April 17, 1909 by 10 undergraduate students. Today it is the oldest and largest professional organization in the field of journalism. It is not a secret organization; it is not honorary; it is not a social society.*

Its stated purposes are (1) to associate journalists of talent, truth and energy into a more intimately organized unit of good fellowship; (2) to assist the members in acquiring the noblest principles of journalism and to cooperate with them in this field; and, (3) to advance the standards of the press by fostering a higher ethical code, thus increasing its value as an uplifting social agency.

Membership is by invitation, following nomination by a chapter and election by the National Executive Council. Membership extends horizontally to include men engaged in the communication of fact and opinion by all media, and it extends vertically to include in its purposes and fellowship all ranks of journalists.

Although a movement to tighten Sigma Delta Chi's membership qualifications has been gathering force for a number of years, a survey of member occupations in 1957 underlined the need for action. Of more than 11,000 members reporting in that survey, more than 4,000, or 38 per cent, had either left journalism as the fraternity then defined the term or had been elected to membership from occupations which many members believed lay outside of true journalism in the media sense.

Recently at its national meeting Sigma Delta Chi voted to discontinue electing new Professional Members from the public relations field. This article presents the reasons behind this decision. •

—THE EDITORS



EVENING (SAN DIEGO) TRIBUNE PHOTO

SIGMA DELTA CHI delegates registering for the national meeting held in San Diego last year. Left to right: Gayle McNutt, Texas A & M College; F. Lee Stegmeyer, University of Alabama; Joel L. Priest, Jr., Director of Press-Radio and Television Relations, Union Pacific Railroad, with Grace Hague, San Diego Convention and Tourist Bureau.

and Barney Kilgore personally began to bear the brunt of criticism ranging from mild and reasonable to caustic and near-violent, especially after the committee's official report was published in *The Quill* last August. He and his committee also received strong support from unexpected sources.

Mr. Kilgore was initiated into Sigma Delta Chi as an undergraduate by the mother chapter at DePauw University, Greencastle, Ind. He rose rapidly on the *Wall Street Journal* from reporter on the Pacific Coast, to Washington Bureau manager, to managing editor, and finally to his present position in New York. He is a prime example of the "editorially-oriented" newspaper publisher. His choice to head a committee charged with settling, once and for all if possible, the long-simmering eligibility issue was widely applauded within the fraternity.

Mr. Kilgore recalled, in reviewing his committee's work, that Sigma Delta Chi in its earlier years was primarily an undergraduate organization of men interested in newspaper work, specifically news and editorial. After leaving college a good many members went into other lines of work

and this was of no importance. But as the fraternity increased in size, and particularly after it developed after-college activities and professional chapters away from universities, the matter of eligibility began to be a problem.

Efforts were made to divide the then existing membership between active and associates. In the 1930's the definition of journalism was broadened to include "public information." This was done primarily to permit members going into public relations to retain active connection with the fraternity. Professional Chapters at that time were not permitted to initiate members.

"Public information" provision

Administration of the "public information" provision became a real problem after 1940 when Professional Chapters were permitted to nominate new members. The officers tried to define the term, but they weren't wholly successful. Previous work as an active news man, even though presently in public relations, was considered enough for quite awhile. But the situation became more confused when an effort was made to dis-

tinguish "public information" from public relations in general. Classifications were set up depending on the type of employer, type of job, the actual function performed regardless of title.

This resulted in a wide variation among chapters. Some took the broad view, some the very narrow one. Some adopted a "quota" system for public relations men. For example, in at least one chapter not more than one in 10 candidates could be from public relations. The fraternity's governing body, its Executive Council, tried to set standards but interpretations varied with its changing membership from year to year.

Finally, about three years ago, the officers and certain public relations members urged that the whole problem be brought into the open for full debate and, if possible, settled in a way which would leave no doubt of the intent as well as the letter of the eligibility provisions. At this point the Associate Member clause had not been enforced and it was a serious question whether it could be made to work nationally because of the many local interpretations of the "public information" clause. Clarification was also needed on the election of new members.

The Kilgore Committee decided finally that it would not be practical to continue to try to draw a line between one kind of public relations work and another, and that public relations in general either had to be included or excluded from the fraternity's definition of journalism.

Supported by many members who were in public relations, the committee finally agreed to recommend a clear distinction between journalism and public relations and removal of the "public information" category from the constitutional definition.

Classifying membership came next

Next came the question of classifying present membership. The group decided that present members need not be classified on the basis of their present employment and so recommended that the Associate Member classification be cut out entirely.

"This decision was based on practical and historical considerations rather than pure theory," Chairman Kilgore later explained. "It was thought that members who had gone or would go in the future into public relations work and who still retained associations with the fraternity and its work should be permitted to do so; and that members who drifted entirely away from any journalistic or related activities would, in practice, become inactive."

In considering the report after its publication last August, Mr. Kilgore recalls, it now seems evident that individual chapters went through a process very much like that of the committee itself. They thought of compromises of various kinds and sought various solutions. In time, however, most of them came to the conclusion that it was a question of deciding whether public relations work is or is not journalism, as Sigma Delta Chi should define the term for its particular purposes.

After the San Diego convention of

Sigma Delta Chi adopted the constitutional changes as recommended, Chairman Kilgore reported:

"There was no evidence in any of the proceedings that Sigma Delta Chi was 'anti' public relations. The vote simply meant that a large majority of the chapters thought they could now see a clear line between public relations as a profession and journalism as a profession in the sense that the fraternity wishes to employ it."

Although the membership eligibility and classification problems within the fraternity were not regional—they were present to some degree nearly everywhere—the situation in one state had more to do with bringing the issue into the open than any other. Some professional chapters there had so many public relations members that the newsmen members were in a minority and many were losing interest.

From the standpoint of Sigma Delta Chi nationally, it is probably a good thing that this occurred in the one state. Had the danger not been recognized as a result of an acute local condition, the drift might have continued until the organization had become an instrument of possibly some social interest to anyone and everyone possessing journalistic skills, nothing more.

PRSA and SDX

Those of us who serve "special interests" under PRSA standards and who also believe in the ideals and potential public service of Sigma Delta Chi, are glad to see a sharper focus on the fundamental and historical concepts of the organization—the intangibles which brought this one alone among many campus Greek letter professional societies into a position of spreading, constructive influence on the practical workaday world away from the colleges. We believe it will make for a continuing growth and strengthening of a needed professional society in journalism while in no way disparaging or downgrading public relations.

If nothing else had been accomplished, the debate was worth while in that it made clear that there is far better understanding today than ever

before between people in editorial journalism and public relations men and women. The slurring clichés of yesterday have all but disappeared from the vocabulary of today's newsmen as it relates to public relations people. There is a healthy mutual respect which carries promise of more enlightened relations between press and public relations in the years ahead. ●

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● ALBERT W. BATES, *Public Relations Consultant, Grocery Manufacturers of America, New York City, is a native Californian who took his B.S. degree at Oregon State College. He was Executive Secretary in charge of the National Headquarters of Sigma Delta Chi in Chicago from 1929 to 1934. After 12 years as a member and later Assistant Head of the Public Relations Department of Swift & Company, he went to Hawaii in 1945 as Director of Public Relations for Castle & Cooke, Ltd. Since 1951 he has been in public relations consulting and account supervisory work in New York City, serving companies and associations in the food, clothing, home furnishings, steel, nuclear energy and railroad industries.*

National conventions of Sigma Delta Chi have twice voted him the Wells Memorial Award for distinguished service. He was the first and is now one of only two public relations men to be so honored by the journalistic fraternity. ●



Evaluating Public Relations Activities

By John M. K. Abbott

● The problem of evaluating public relations activities can seldom be a matter of anything like precise measurement—rather it is essentially a matter of weighing whatever evidence is available and *making an overall judgment* on the basis of it.

To be sure, here and there within a public relations program, it may be possible to measure the results of a particular project or activity by means of a public opinion survey. This is fine, and no doubt more of this kind

of evaluating can be done in the future. But when all is said and done—when all the news clippings have been measured to the last inch, if you happen to think this is significant, and all the questionnaires analyzed to the last percentage figure—our problem still remains essentially, I believe, a matter of judgment.

Public relations examples

Let me give you three specific examples by way of illustration. We have at New York Life a correspondence improvement program—we call it our Effective Letters program. We offer a course for company letter writers—last summer it was conducted by two college professors of business writing. We issue a bi-monthly bulletin to maintain continuing interest; and we have produced three slide films for the same purpose.

Why do we think this public relations activity is worthwhile? What evidence is available in making an evaluation? Such evidence, I suggest, would include the following:

1. Although participation is entirely voluntary, there has been high interest in the Effective Letters course and a capacity enrollment. Evidently our letter writers find it helpful.

2. The number of policy owners who now take the trouble to tell us they like our letters has greatly increased.

3. The program gives us excellent contacts with colleges and universi-

ties. More than 300 institutions regularly receive our Effective Letters bulletins at their request.

4. The program gives us many favorable contacts with business leaders—officers of nearly 3,000 companies have asked for a copy of our manual.

5. There is a wide demand for our slide films—they have been seen by educational, business and TV audiences numbering in the millions.

6. The program has given the company favorable mentions in business and other publications.

7. Our agents report that the interest of business executives in this program has opened desirable doors for them.

In addition, from a public relations standpoint, we benefit not only by sending out more good letters but by reducing the number of bad ones—thus we're better off in two ways.

All this, it seems to me, is a considerable amount of evidence on which to make a judgment.

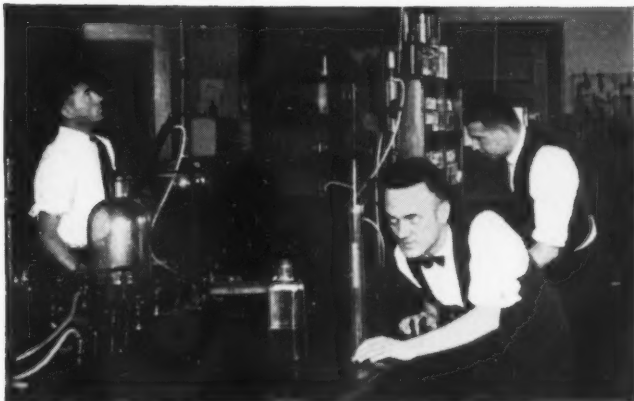
More evidence for making a judgment

Take another example. One of our public relations activities is to plan and carry out an open house program when the company opens a new branch office or there is a move to new quarters. A typical program might include a talk by a company officer before the Chamber of Commerce or Rotary Club, a press inter-

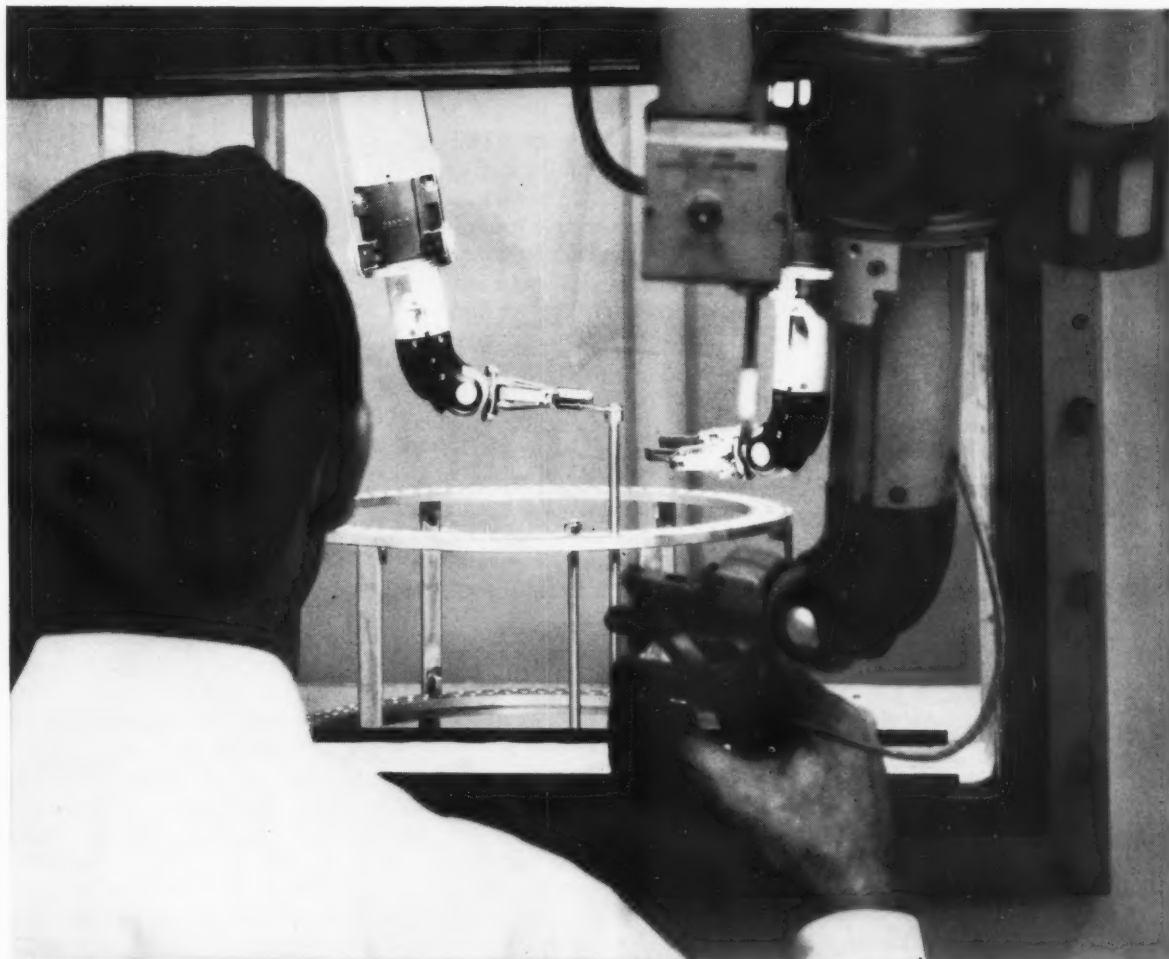
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● JOHN M. K. ABBOTT, *Second Vice President, Public Relations Department, New York Life Insurance Company*, recently was asked to talk before an advertising and sales conference of casualty insurance companies in New Jersey. Since public relations is a comparatively new activity in many of these companies, Mr. Abbott was asked to evaluate the public relations activities of his company. Before tackling this difficult question of evaluation—which, incidentally is being asked more and more of public relations executives—Mr. Abbott discussed public relations activities in general and the set-up of his company's department. The following are the conclusions he came to—speaking, at least, for his company. ●

Oil research— from test tube to radioactive cobalt



YESTERDAY. Decades ago, Texaco scientists worked with relatively crude laboratory equipment, as they probed the fundamental mysteries of oil. Nevertheless — though early oil research was primitive — it resulted in important improvements in petroleum products. Many of these improved products were pioneered by Texaco.



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Effective Letters Program of New York Life Insurance Company is designed to increase the number of good letters, decrease the bad ones. Training films, Effective Letters Manuals, style books have all helped emphasize the program.

view, radio and television appearances, a family luncheon or dinner for our own agents and employees, some advertising, and, of course, the open house itself in our offices where the public is made welcome.

Like many companies we have had success with this public relations technique, and with a low budget. But perhaps even of greater interest to us, from an insurance industry point of view, is that we have passed along our basic "open house mix" to public relations people in other companies throughout the country and they have reported similar success.

Carrying out an open house program when New York Life opens a new branch office has helped dispel the impression in the community that the company is an "Eastern financial giant."



Again, what evidence is there to help decide whether this public relations activity is worthwhile? There is much evidence in addition to the very important fact that our "open houses" localize the company and tend to offset the impression that still persists in some quarters, that our company is an Eastern financial giant, located practically on Wall Street, which takes money out of the community back to New York.

1. There is the favorable reaction of our branch office managers. They are practical fellows and are enthusiastic about the values of this activity.

2. This program has proved useful in recruiting new agents locally.

3. It has been helpful also in hiring office help.

4. The favorable effect on employee and agent morale has been marked.

5. The program opens the way to a good deal of excellent treatment by newspapers.

6. There is opportunity to make valuable contacts with civic and business leaders and other persons of influence.

An accumulation of such evidence seems to be useful in making an evaluation.

Public relations advertising

A third example: Our series of career advertisements ask . . . "Should your child be a Doctor?" "Should your child be an Architect?" and so on. Each advertisement is sponsored by an outstanding authority. This is public relations advertising, not product advertising. We have been carrying on this activity for six years.

Here are some of the factors which enter into our favorable evaluation.

1. The demand for reprints of these advertisements is enormous — we have distributed more than 20 million on request.

2. The number and character of letters we receive from influential people, commending this program as a public service, seems to be significant.

3. Editorial comment indicates that this advertising has prestige value.

4. The program provides contacts with schools, colleges and libraries.

5. Although not designed to sell life insurance directly, the advertising has proved to have unexpected values as a sales aid for our agents.

6. The program opens the way to unusual related activities. For example, last summer to mark our centennial in Canada we ran a successful essay contest in which we invited high school and college students to forecast their careers during the next 25 years—a tie-in with our career advertising.

7. Because this program evidences an interest in young people, it fits in with efforts to build a good corporate image.

All this adds up to a case for the affirmative, we believe.

A company's public relations office is somewhat like the outside counseling firm—each has its clients and each has the same opportunity to serve its clients by providing two things: First, technical skills in the fields of communication and, second, good counsel and helpful assistance based on specialized knowledge, experience, and point of view. The three examples of evaluation given above pertain to activities on the technical level. What about a broader evaluation of the public relations office? Is there some yardstick to help measure the kind of basic job it is doing in the company?

I can suggest one.

I would apply the same yardstick to the company's public relations office that I would to the outside firm in judging its success. If it is a young office, I would ask: is it attracting a growing number of good clients? If longer established, I would ask: do its clients continue to feel well served and well satisfied?

This yardstick, I am sure, has been an important consideration with our management in evaluating—and supporting—our public relations operation. It was understood at the start that we were to make our own way. No one was to be *ordered* to use our services or ask our advice. Gradually we have attracted an increasing number of clients among the company's departments—our housing, real estate and mortgage loan, agency, personnel, investment, and comptroller's departments, and more recently the actuarial department, to name some of the most active. And increasingly we have been called upon to do more for those clients. Of course, underlying the evaluation and support given us is a management philosophy of public relations in our company. I think I can best give you the essence of this philosophy by quoting my president:

Management backing

"Surely it is good sense for management to make the best use of *all* the tools to do the difficult job it has to do these days. Public relations is one such tool. In my opinion, it can

be an extremely valuable one. . . .

"Too often, however, this tool is not used to full capacity, or it is not used early enough. . . .

"In the end a company's public relations office will be only as useful to management as management wants it to be. . . .

"If management thinks of the public relations operation in a small way, then it will occupy a small place in the company's scheme of things, and its contribution will be small. If management thinks of it as important, it will occupy a prominent place and its contribution will be significant—provided, of course, that its people measure up to the size of the job."



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To summarize . . . Because of the very nature of public relations activities they are not susceptible to precise measurement, of course. This does not mean, however, that public relations people, or the management people to whom they report, have no way to evaluate such activities. It simply means that their evaluation must be more art than science.

Public relations has to do with people's attitudes and feelings and impressions. In this area we cannot expect to go by slide rule, calipers or scales. We can only gather all available evidence, consider it carefully, and then decide—and act—on the basis of good judgment. ●



HOW PUBLIC RELATIONS PEOPLE HANDLE JOB APPLICANTS

By Walter W. Reed

● "Ambitious assistant public relations director in dead-end spot seeks challenging public relations position with a future . . ." This, or something similar, is becoming a familiar phrase to the established practitioner scanning the morning mail.

The much-quoted demand for new public relations talent and the job-shifting caused by the 1958 recession proved to be a real test for the public relations profession's own internal public relations.

How is the public relations field

● Last year, WALTER W. REED devoted some time to a widespread organized job-hunting campaign which resulted in his being hired in his present capacity—Director of Public Relations of the National Automatic Merchandising Association, Chicago. Mr. Reed explains in this article why he feels that the public relations profession—with minor exceptions—in dealing with job applicants practices what it preaches.

Mr. Reed was Vice President and Director of Public Relations of Cumerford, Inc., Kansas City, for eight years before he assumed his present duties. ●

handling its own personnel recruiting relations?

A successful survivor

As the successful survivor of a widespread, organized 1958 campaign for an executive public relations job, I can only conclude that—with minor exceptions—the profession practices well what it preaches.

This (largely subjective) conclusion is based on personal and written contact with numerous corporate directors and counseling firms in several parts of the country and also on the reactions expressed by others who were hopefully warming reception room chairs on similar missions.

One Texas executive did respond rather gloomily with a forecast of public relations' early demise—based on his present woes in the business. In a three-page document full of fatherly advice he illustrated how "advertising agencies, free-lance reporters and others" were taking away his business. His own conclusion (and "advice" to me) was to go back to newspapering. I still wonder whether he was kidding me. However, this was a lone example.

No opening in store

More typical was the unsolicited

offer of a telephone and office space by a Chicago public relations executive. This amazed me all the more because the man had never met me before and had no opening in store for me.

To top it off, within two hours of our visit this job seeker's angel mentioned my availability at a luncheon of public relations men and several interested phone callers got in touch with me that afternoon. Getting to know this man better in recent months makes me realize that he does this kind of thing for many "blind" applicants each month.

The treatment a job applicant receives obviously is important to HIM. But why should this be of concern to the public relations people whom he approaches as prospective employers?

Here are some logical reasons:

1. Applicants usually get around to others in the field. They carry with them the news of poor reception as well as of sympathetic encouragement. And such news may travel widely through the profession.

2. Some applicants turn up later as clients of counseling firms.

3. Nearly all, in their eventual jobs, may get involved in programs of mutual interest. (After less than a month, I am already working with a

number of such pre-employment contacts.)

4. The casual interviewee of today might ideally fit a job opening of tomorrow.

5. Enlightened interest in the profession displayed by the experienced practitioner will certainly set a good example for the younger applicant.

6. Not least, the interviewer may have the satisfaction of referring the applicant to an opening in another company.

Initiative and ingenuity

In public relations, as in other fields, the qualified job seeker's success necessarily depends on his own initiative and ingenuity.

But it is significant that even the busiest public relations executives do take the time to answer employment queries, volunteer to file resumes, and are surprisingly ready to grant no-strings-attached interviews.

Many stand ready to review the local public relations personnel situation and offer advice and additional contacts. In this respect the profession probably stands above most other fields of endeavor.

The public relations executive who ignores employment inquiries seems to be definitely in the minority. It can be assumed that he uses a different system when the mailman brings inquiries from stockholders or prospective clients.

It is perhaps not surprising that the most helpful friends of the job seeker are present chapter officials and past officers of the Public Relations Society of America. Many offer "campaign" advice, willingness to evaluate job offers and even temporary office space to the out-of-town applicant.

Growth of young timber

Job clearing services operated by public relations groups in larger cities also are fine evidence that the profession is interested in the growth of young timber.

Progress is still possible in the services supplied by commercial employment agencies. Some specializing in placing public relations men undoubtedly perform a valuable service.

A similar observation may be applicable to the influential fraternity of personnel testing consultants. With their services in growing demand, they have developed creditable statistics against which they can measure a candidate's test scores and probable abilities. In interviews they elicit further impressions of his suitability. It seems, however, that not all are sufficiently aware of specific job requirements in public relations work.

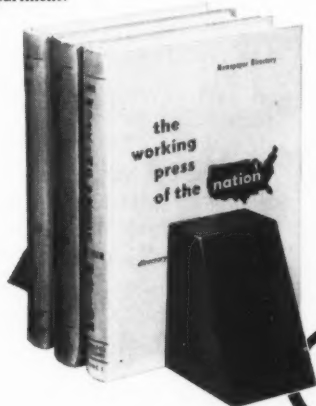
Perhaps there is room for a public relations effort directed toward general employment counselors and professional testers. Since many employers rely on them, the profession has a stake in their performance.

The future growth of the profession has been amply documented with statistics. If one man's experiences are indicative, the path should not be too rocky—even for job seekers on their way up. ●

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An analysis:

THE COMPANY SPONSORED BOOK

By Donald W. Nelson

● Each year many companies plan and write hard-cover informational books. Read by people who may know nothing about the company, these books can form an important part of a firm's public information policy.

Generally there are two basic types of hard-cover business books: (1) the business history or biography and; (2) the company informational book. Written by competent business historians, the history and biography include economic, social and cultural view. In several hundred pages, the authors portray the firm or personality against the background of the times.

The informational book is a less ambitious work. Shorter, narrower in scope, it can easily be prepared by a public relations department. Its aim is to tell a part of the company's story in simple, easily read style.

To analyze the informational book, a random sample of 136 books was chosen from the list prepared by the Dun and Bradstreet Library. Letters were sent to the firms preparing such

books and 115 replies were received. Among these were 29 books which fit into the hard-cover informational publication category. These were then studied to establish basic requirements, including mechanical criteria as well as content.

Purpose behind book

The first decision which must be made by a company considering a book is to determine what the book is meant to do for the organization: How it will fit into the all-over published material of the firm. Bound books are an expensive medium and require careful planning. Expensive though it is, the book form has considerable advantages over other printed matter. Unlike the brochure, its closest kin, a book is not readily thrown away; it is usually saved, stored for future reference, in such places as public, school, college, and company libraries. If available in such places, its chances of readership are increased.

A book's importance depends on its contents. The company planning to publish a book must decide which phases of the firm's operations are to be told. In addition to content, there are certain initial mechanical considerations.

The publicity book is usually the work of the public relations department rather than that of an outside writer. In 69 per cent of the books studied there was no author listed on the title page—merely the company's name, a fact which limits any possible sale of the book because of an author's prestige.

When the regular sales outlets are ignored, there seems to be little need

for a big name publisher. The majority of the books studied were printed by an independent publisher and distributed by the company itself, allowing the company complete control of final distribution and utilization of every copy.

The size of the pages and book are also important. A page should be large enough to carry clear illustrations and provide ample copy space. Twenty per cent of the books were a standard 9 x 12 size and the next two popular sizes were 8½ x 11 and 5 x 8.

In the informational book illustrations are important. While other types of business books use illustrations to enhance the text, the informational book uses them as an integral part of its text: i.e., graphs and charts, photographs and drawings. Over 25 per cent of the books consisted of more than three-quarters illustrative materials. Only 20 per cent of the books had fewer than a quarter of their pages illustrated. The range was from an almost purely picture book to a textual presentation of the company.

Layout and design

The purpose behind the book and image the sponsor is trying to create govern layout of copy and illustrations. The design should try to capture the flavor of the corporate personality.

From a preliminary study, content analysis was broken down into three major categories: "Emphasis on Service and Product," "Emphasis on Size and Growth" and "Emphasis on Management."

Service and product include quality of service, service in the public in-

● DONALD W. NELSON is Assistant Editor of the *Winchester Star*, a weekly newspaper in Winchester, Mass. Born in Pomfret Center, Conn., Mr. Nelson took his A.B. in English at Tufts University College of Liberal Arts. In 1958, he received his M.S. in public relations at Boston University School of Public Relations and Communications. This article is based upon material from his Thesis, "An Analysis of the Company Sponsored Book." ●

terest, variety of product and details of production. Quality of service represents the efforts of a company in serving both wholesaler and retailer. Emphasis on this was found in 86 per cent of the books.

Public interest can include work in the social field, special war work or generally anything which is done by the company directly for the public. Sixty-two per cent of the books studied contained strong statements of public service by the sponsoring firm.

When size and growth are included, the books are compared with the business history or biography, stressing historic origin, company size and growth and leadership in industry.

Ninety per cent covered historic origin placing emphasis on the founding fathers and early years of the company. Company size was emphasized in only 51 per cent but in 75 per cent growth of the firm since its beginning was emphasized.

Reason behind books

Any evidence of leadership in its industry was felt to be a strong, legitimate reason for writing a book. Nearly 75 per cent of the sponsoring companies did just that.

Fifty-nine per cent of the informational books dealt with methods and policies. Treatments ranged from half-hearted expositions of the company's ethical background to a definitive list of company policies used in conducting business.

One of the last tests applied to the books was a formula, developed by Rudolf Flesch, to test reading ease and interest. Most of the books scored "difficult" and mildly "interesting" which require, according to Mr. Flesch, the reader to have completed high school at least and perhaps even some college grades. (Rudolph Flesch, *How to Test Readability*, Harper's, 1951.)

To sum up, a company informational book is not too difficult to compile as long as the purpose is carefully carried out. The sampling and analysis of content proved that these books can add to the information of industry and serve as important pieces of public information about the sponsoring organizations. ●

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Books in Review

ALL THE TIME YOU NEED, By Robert R. Updegraff. Prentice-Hall, Englewood Cliffs, N. J., 1958; 313 pp. \$4.95

Reviewed by G. Edward Pendray

● I do not know of any group of men and women more pressed for time, more burdened with the need for being several places at once, more driven to handling too many tasks simultaneously, than productive public relations people.

It is a pleasure therefore to recommend this new book by Robert R. Updegraff, a man who has himself demonstrated by many accomplishments that he knows how to make the most of time.

Bob Updegraff is a business advisor to top industrial managements, and for a quarter of a century has served a dozen of the country's leading corporations with counsel on business, management, advertising and public relations. In addition, he has found time to write and publish several books, organize and operate a publishing firm, speak on business topics in various sections of the country, write numer-

ous articles for such magazines as the *Saturday Evening Post* and *Readers Digest*, travel widely in this country and abroad, and help many an ambitious young man get started on his own successful business, management, advertising or public relations career.

"All The Time You Need" is not just one of those "how to do it" books that advise you to organize your work, plan ahead, keep notes, and arrange all your sharpened pencils on the right side of your desk where you can reach them without looking. To be sure, it is a book of ideas about organizing to save, make and store time. But it is also a book of subtle insights, thoughtful analysis and useful philosophy, about work, pleasure, advancement, accomplishment, goals and success, by a man who has spent an observant lifetime studying these attributes to satisfying living.

How best to use time and energy to achieve all these things is the theme of the book. Updegraff shows how time can be bought, how it can be made, how it can be stored, how it can be doubled.

Leonardi da Vinci declared that

"Time stays long enough for those who use it." Updegraff has amplified this rather cryptic statement to read: "Time stays long enough for those who understand its nature and use it intelligently." He shows that time really has two dimensions: hours and energy, and the waste of one surely means the waste of the other: "If we conceive energy as a dimension of time," he points out, "it becomes clear that we should use our energy as carefully and wisely as we use our time."

Having myself long faced the problem of how to get done all I want to do, I picked up this book with the thought that it could have little to teach me about the art of making the most of the minutes. I was mistaken. No matter how well he now makes use of his time, I believe anyone will get more out of life after reading "All The Time You Need." ●

BACON'S PUBLICITY CHECKER, 7th Annual Edition. Bacon's Clipping Bureau, Chicago, 1959. \$18.00

● The 7th annual edition of Bacon's Publicity Checker, has added two new features that will no doubt be helpful to those who use it as a publicity guide to 3540 business, trade, farm and consumer magazines.

The first of these features is a new coding system which uses a bullet to designate whether any publication charges for engravings made from photographs accompanying a press release.

The second new feature is the use of a star next to all listings which have been changed from the previous edition.

As in previous editions, each publication listed in the Publicity Checker has been coded by its own editor as to the types of publicity release material his publication wants and uses, i.e., releases on new products, trade, literature, personnel news, etc.

The 1959 edition is a 336 page, 6¾ by 9¾ book with a spiral plastic binding and fabricoid cover. Alphabetical indices of both market classifications and publication listings are included. There are also many cross references for easy location of publications. ●



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MUSIC AS A PUBLIC RELATIONS TOOL

By Marie C. Bombach

● While there are many ways to achieve good will, one of the important, useful tools, which is often overlooked or underrated, is the art of music. Music certainly could contribute more than it does to public relations.

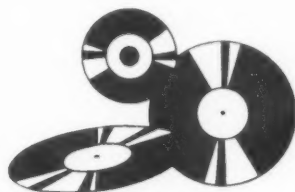
Music is usually considered as an art alone, rather than a practical tool, and perhaps it would not be strange to wonder how music, outside of its own inspirational or aesthetic qualities could find a niche in the scheme of the existence of the business world, or could be employed in public relations.

Music has the power to arouse the whole human organism. Its stimulating properties can bring about physico-chemical changes to influence physical processes. It can arouse emotions and influence the intellect. Yet music's action is both subtle and intricate, serving as it were both spiritually and mentally. Altogether, music is capable of affecting humans, not only aesthetically, but also emotionally, spiritually and socially.

We cannot overlook the fact that man is an emotional animal and that some of his most important decisions are prompted by motivations other

than the rational. Emotional life is an important part of the healthy balance that the organism strives to attain. And music can indeed amalgamate itself with every kind of emotion and can influence it—it can bring pleasure, ease tension, and even forestall aggression before it comes out in full force.

To create good will of customers, employees and the general public is an objective of public relations. Toward this goal music has entered the



business world as an influence. Let us see how some large organizations are using music to create good will.

Music in industry is not a new idea, though "work music" came to the fore during the days of the Second World War, when it was employed to help stimulate war production. Now many corporations have personnel (sometimes in their public relations department) engaged in directing the various aspects of their musical programs. They recognize the value of music and are aware of the fact that music in industry has for some time gone far past the experimental stage.

It has been found by surveys and estimates issued by various companies, that from 75 per cent to 98 per cent of employees like music while they work. Where it is already a part of

their environment they would object if it were discontinued. Many effects have been noted in factories that provide music. These effects have been of benefit to the management as well as to the employees, and in the long run to the general public.

Many studies have shown that working to music increases both the quantity and quality of the work as well as the music, that it lowers the absentee rates, and turnover rates, and improves punctuality. By reducing the fatigue and tension, accident rates have been reduced, and there have been fewer complaints of nervousness, and more reports of greater contentment. There is less bickering on the job because music promotes greater harmony and good will among the workers. A greater interest in the job and in the company itself is manifested.

Music also turns out satisfactorily in many offices. While music can be best used in offices where the work is routine and repetitive and routine, it has also been used successfully in drafting, accounting and statistical departments.

Restaurants have provided "dinner music" for their patrons and have found the results satisfactory. The relaxation provided by the restful music not only puts the patrons in a good mood, but the relief of tension also aids the digestive processes.

In places where people have to wait for some time before they are waited on or served, they may become bored, nervous, tense, or aggressive. Music, in the background, soft and melodious

Continued on Page 26

● MARIE C. BOMBACH is presently on the staff of Detroit's News Center News. Miss Bombach has studied music, sings and plays the piano. In her spare time, she does free-lance writing—both prose and poetry—in English and Slovenian languages. She finished her undergraduate and graduate studies at the University of Detroit. ●

enough in order not to jangle the nerves further, can eliminate to an extent at least, the boredom or the tenseness that may lead to an aggressive and contrary feeling.

Music has proved itself especially desirable in places where the waiting period is at times quite long and particularly unnerving. These include medical and dental offices.

Products sell better

Business men have often found that products sell better if they have appropriate music playing in a store. Music works its influence upon the buying mood of the customer, and with its power in diminishing unpleasantness, helps to overcome unpleasant features of shopping. As an aid to selling it helps to bring about greater sales and a happier customer, as well as a happier dealer.

Music is an adjunct to advertising especially in television and radio. It also has been employed in stadiums, parks, reducing salons, hospitals, banks, riding academies, dairy farms, railroad stations, and air terminals.

One company supplying Music by Muzak in Detroit and vicinity is servicing approximately 1,000 installa-

tions, within a 60 mile radius. The music is channeled to the customers both by telephone and radio. A breakdown, percentage-wise, shows that retail stores take about 40 per cent of the installations. Offices, such as insurance, engineering, drafting, as well as regular industrial offices, have about 20 per cent, as do the restaurants that are supplied with background music. On the other hand, industrial plants, have about 10 per cent and the hospitals and clinics have about the same amount.

Employee participation

Among other applications of music is employee participation in orchestras, bands or singing groups. Many of these organizations present programs in concert halls, on radio and television. In Detroit, for example, there are several examples of such musical activity. The General Motors Chorus consisting of approximately 100 mixed voices has made a popular name for itself in the more than quarter of a century of its existence. It has been heard on the radio many times and it gives several concerts yearly, singing before audiences large and small. Famous concert artists have ap-

peared many times with the Chorus.

The Carolers of Detroit's J. L. Hudson department store are famous for their presentation of seasonal music throughout the store, as well as a simulcast on Christmas Eve. Many other organizations, a utility company and an advertising agency, have their own singing groups.

The Ford Motor Company, with its music department a unit of the Public Relations Division, has chosen to sponsor not only a mixed chorus, but also several instrumental groups available for employee and public functions. Other corporations large and small, in many cities, have similar musical activities. Many organizations have found that television and radio, which have become an important market for mass culture, can foster good public relations through presentation of various musical programs.

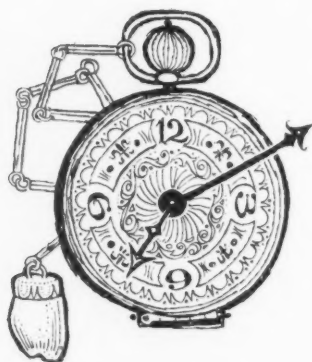
An act of public relations on an international level, was Westinghouse's subsidizing of Benny Goodman's European tour, including his appearance at the Brussel's World's Fair. Currently the company is presenting a series of concerts, demonstrations and symposiums in various cities.

Many musical distributors have their own bands, which are made available, free of charge, for public appearances, fund-raising campaigns and other events.

My study, while certainly not complete, has indicated that whatever other tools or methods of promoting good public relations may be employed, it cannot be denied that music, with its great powers of influencing the whole *human* organism, with its ability to produce or destroy feelings, moods and emotions, can and is profitably employed, and can in conjunction with other important methods go a long way in creating good will, and in promoting and maintaining good public relations.

Of course, it should be emphasized here, that it must be appropriate music properly programmed. The wrong kind of music can do more harm than no music at all, and can help to harm public relations rather than create it.

Music is primarily a noble art in the aesthetic sense, but it also serves as a good business partner. ●



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Caution: Dangerous Curves Ahead

Continued from Page 5

shop level. It means more accurate determination of what is on peoples' minds. So it means being out where people are.

Can the talents of public relations and employee communications people be merged for effective political action? They can be. In many cases they won't be, because of the traditional timidity of management to engage in politics, either as individuals or as a corporate identity. Yet here and there managements are beginning to feel that only through political action can there be successful business survival. They look at the feeble effort of disorganized management in November, 1958, and compare it with the steamroller techniques of organized labor, and they don't like what they see.

Specifics vs. generalities

One reason for the political weakness of management and the political strength of unions is that the union press deals with specifics and the management press often deals with generalities. Organized labor screens the candidates for public office, puts its seal of approval on the favored, publicizes its viewpoint wherever working people gather, and shows the folks where to put the X. Management on the other hand endorses voting as something truly American by publishing reminders in the employee paper and permitting "Don't Forget To Vote!" stickers to be placed on company cars. Management insists it must remain non-partisan, but organized labor says it's non-partisan, too. According to statistics recently assembled by the *Congressional Quarterly*, organized labor prior to last November's elections contributed to the campaigns of 185 candidates for the House; three were Republicans and 182 were Democrats. Of the 30 Senate candidates to whose campaigns

organized labor made contributions, two were Republicans and 28 were Democrats. How non-partisan can you get?

Indicating corporate preference

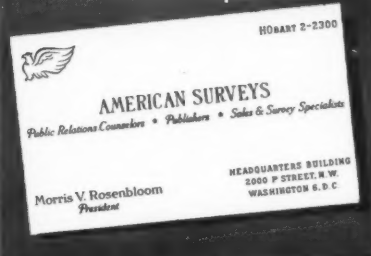
Right now there are managements that are beginning to wonder why they cannot use their own devices of communication to list the qualifications of various candidates for public office, to indicate a corporate preference *and to tell why, in plain English, one candidate is preferred over others.* They are wondering why management

personnel cannot be enlisted to ring door bells, talk causes and persuade the hesitant.

The primary chore of public relations and employee communications, however, working in delayed tandem, is to get working people to understand, and believe in, this confusing philosophy called free enterprise. It's an old need, now grown desperate. To fulfill that need will take some new ingredients: First, close cooperation between the two groups; second, a driving, around-the-calendar sincerity, and last, sleeves rolled 'way up past the elbow. ●

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The Spoken Word

● The spoken word can be almost as important as the written word in a comprehensive public relations program.

This fact is being demonstrated by the operation of an unusually successful Speakers Bureau within the structure of the Public Relations Department of Clark & Bobertz, Inc., advertising and public relations agency of Detroit and Cleveland.

There are more than 50 speakers listed by the Bureau; most of them are clients or executives of the agency. About 100 speeches a year have been booked by the Bureau for meetings of civic and service groups, business and professional associations, women's clubs, trade organizations, and schools and colleges. All arrangements are made by the Bureau which gets out announcements and "covers" the speeches for both newspapers and trade publications.

The Bureau's current roster lists speakers from diversified fields, and seldom is the Bureau "stumped" by a request. There are presidents, vice presidents, board chairmen, engineers,

sales and advertising executives, public relations practitioners plus authorities in many other fields on the speakers roster.

Not many requests to "ghost write" speeches are received by the Bureau, but most clients review their proposed talks with the Bureau, which also helps speakers with timing, and gathers anecdotes and other material.

Requests for specific speakers are immediately processed to determine availability of the speaker on the desired date. If he is available, the booking is completed and the event is placed on the schedule with full information regarding time, place, contact, length of speech, etc.

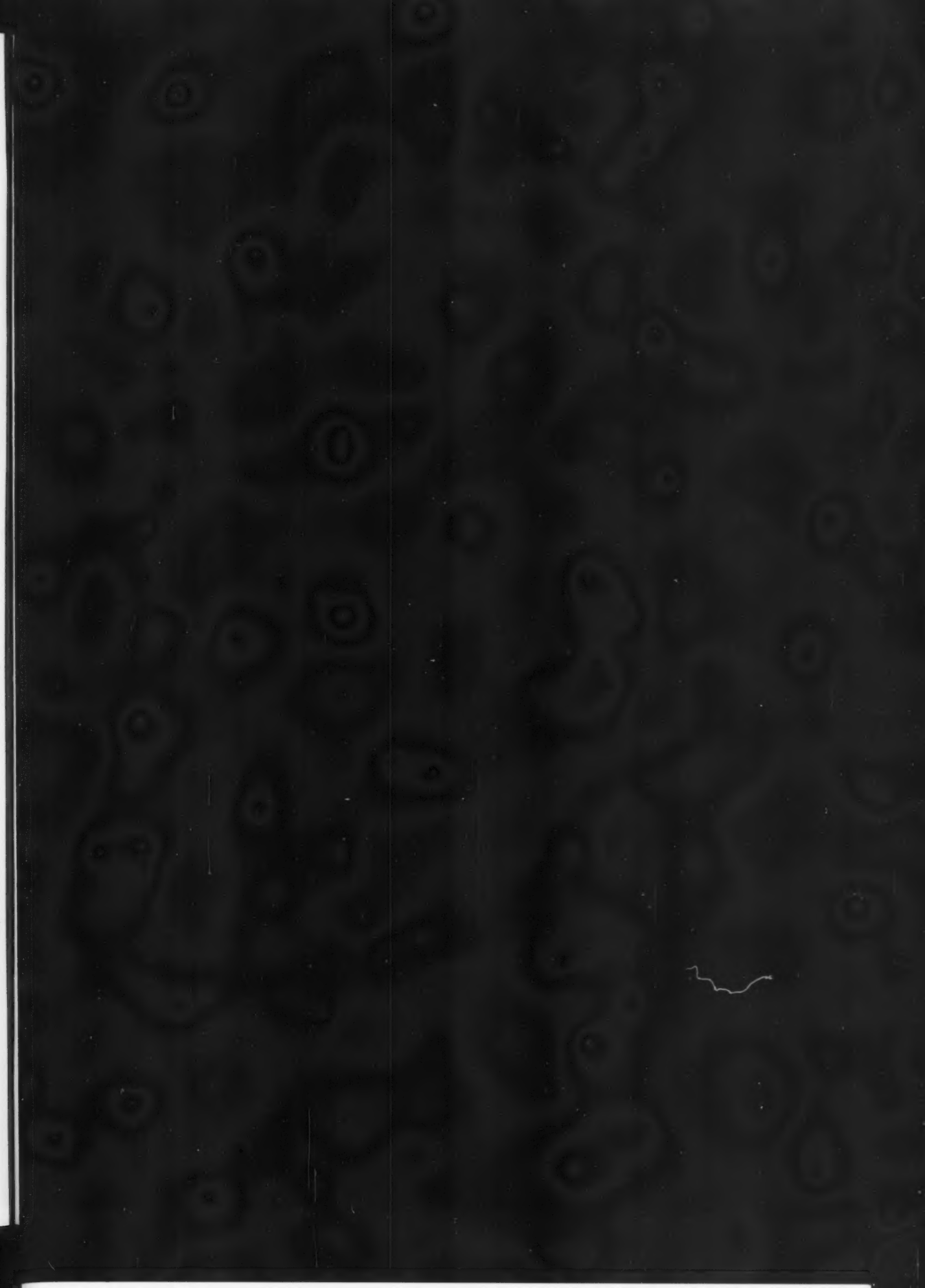
Matching up speaking dates with available time of listed speakers and replacing speakers who are called out of town or otherwise kept from keeping their engagements are the biggest problems of the speakers bureau. As a result, the organization's preference for an alternate speaker is usually obtained at the time a booking is made so that replacements can be facilitated when necessary. ●

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